

N 20-219

OCI NOTICE
No. 20-219

PERSONNEL
2 June 1969

OFFICE OF CURRENT INTELLIGENCE

A CAREER DEVELOPMENT PROCEDURE FOR PROFESSIONALS

1. OCI Notice 1-24 of 30 October 1968 established a Career Development Program. I am now taking the next step, the establishment of a more systematic approach to career development for professional personnel in grades GS-12 and below. Depending on the experience with this approach, it may later be extended to cover a broader range of personnel or it could be limited to a smaller group.

2. The purpose of this program is to produce better intelligence. This can best be done by putting the right man in the right job. The needs of the office must come before the wishes of the individual officer, but we can do more than we have done to take his wishes into account. Officers are sometimes poorly placed, particularly in their first assignments; these misjudgments can be corrected. Officers are expected to grow in capacity beyond the demands of their job; they can eventually be given additional duties, provided with particular training, or transferred to a greater challenge. Officers often grow stale in what they do best; they can be given a change.

3. Our flexibility is not unlimited, however, and competition for the most attractive jobs is severe. The best way to progress in this competition is to learn a job, do it well, and stay in it long enough to compile an impressive record of performance. The emphasis of the program in this, its initial stage, is to encourage the acquisition of specialized substantive competence.

4. The new analyst entering OCI is usually assigned to a country desk. Barring extraordinary

CONFIDENTIAL
CIA Internal Use Only

circumstances or an obvious misassignment, he is normally expected to pursue his career within his Division at least to the GS-12 level. In practice most OCI officers have fully established their credentials by the time they reach GS-12 and, in general, opportunities for rotation first open up at about this level. At that point most will have earned consideration for reassignment, if that is what they want. This does not mean that reassignment is automatic or in some cases even probable: some officers will already have reached their optimum level; for others the interests of the office, or their own desire to specialize, will dictate that they remain in their original Division.

5. These things said, we want to make sure that every professional officer gets a chance to develop his capabilities to their limit. For this, we need a better channel of communication between management and the individual officer. I am, therefore, introducing a new system in an attempt to clear the lines of communications in an office that has become somewhat choked. *By this system the officer in the relatively early stages of his career is assured that his preferences and his career aspirations are exposed not only to his immediate supervisor, but to those who manage the personnel system of the Office as a whole. In some circumstances this could be a delicate and even a tricky matter. It need not be so if the dialogue between the officer and his supervisor is pointed--that is to say if the supervisor encourages the officer to view himself, his skills, and his potential realistically. Even more important, the success of the system will depend on open, candid, and constant communication between the various supervisory levels and the front office. Only in this way can the supervisor's counsel to the officer be made meaningful. Only in this way will supervisors understand the opportunities available for re-assignment or training and the state of the office's flexibility.*

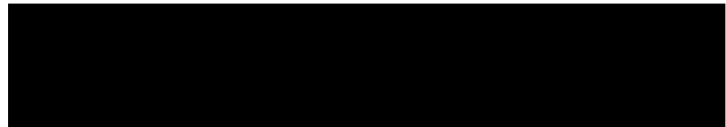
6. Essentially, the new system requires brief periodic reports on and by each professional in grades GS-12 and below. These records will not become part of the employee's official agency personnel

CONFIDENTIAL

CONFIDENTIAL
CIA Internal Use Only

record but will be used only by the Office in considering personnel assignments. More important, they will not be prepared in a vacuum. They will, as noted above, rather be the fruit of a series of discussions between supervisor and employee about the latter's performance and progress. As we move into the new system, some flaws are likely to become apparent. I expect to make changes as experience dictates.

25X1A



E. DREXEL GODFREY, JR.
Director, Current Intelligence

Distribution C

CONFIDENTIAL

CONFIDENTIAL
CIA Internal Use Only

Attachment

Details of an OCI Career Development Procedure for Professionals

1. Position Assignment Period

Career development of professionals in OCI will be generally based on two-year cycles. This is not to say that an office-wide game of musical chairs will occur every two years. Rather, under the new procedure both the OCI management and each employee will biennially consider possibilities concerning his future. These possibilities would normally include continuation of his present assignment, changes and training within his assignment, or reassignment.

2. The Record of Career Development

The record of each professional employee under the new procedure will consist of four regular types of instruments, plus any others (such as memoranda for the record of Career Board (CSB) actions) as may be pertinent. The four types are the familiar CIA Fitness Report and three OCI reports initiated with this program: Memorandum of Assignment, Supervisor's Status Report, and the Employee Biennial Assignment Review. These reports are described in part 4 below.

3. Executive Actions, Secretary CSB

a. The Secretary of the OCI CSB is the executive agent of the CSB for administering the personnel assignment and career development procedure and is the custodian of the pertinent records.

b. The Secretary CSB will establish, through OCI Admin, procedures for scheduling the preparation of the reports including a system of timely reminders for forgetful supervisors and employees. The reports will be prepared according to the time sequence set forth in section 4 below. (The time sequence is for ideal circumstances, but will be followed in spirit in all cases).

A-1

CONFIDENTIAL

CONFIDENTIAL
CIA Internal Use Only

4. Records and Reports

a. Memorandum of Assignment (Time Zero)

(1) The Memorandum of Assignment is prepared by the first line supervisor and is addressed to the employee. It is prepared a) for all new OCI professional employees GS-12 or below; b) for each employee GS-12 or below reassigned to a new position; c) or whenever, at time of a reassignment of any type, the supervisor or employee desires a Memorandum of Assignment for the record.

(2) The Memorandum of Assignment describes briefly, but in reasonable detail, the responsibilities and duties of the employee and also makes clear persons to whom the individual is responsible for each separate type of work, if other than the first line supervisor.

(3) The Memorandum of Assignment is to be prepared as soon as possible after initial assignment or reassignment. The original of the Memorandum of Assignment, signed by the direct supervisor, will be given to the employee for his retention. A copy of the Memorandum of Assignment, countersigned by the employee, will be forwarded to the Secretary of CSB through the Special Assistant for Career Development (SA/CD).

(4) See Tab I for a sample Memorandum of Assignment.

b. Supervisor's Status Report (Time: Memorandum of Assignment+6 months)

(1) The Supervisor's Status Report like the Memorandum of Assignment is prepared by the

CONFIDENTIAL

CONFIDENTIAL
CIA Internal Use Only

first line supervisor and is addressed to the employee. It is a record, in effect, of the results of discussions between the supervisor and the employee on the quality and effectiveness of the latter's performance with specific reference to the duties and responsibilities delineated in the Memorandum of Assignment. Although such discussions may have taken place from time to time during the assignment period, a specific discussion will be held during the week the Supervisor's Status Report is prepared.

(2) The Supervisor's Status Report is prepared on all employees for whom a Memorandum of Assignment was written six months earlier. (See 4.a.(1) above) It is prepared no later than two weeks after the completion of six months in the assignment.

(3) (a) The original of the Supervisor's Status Report signed by the supervisor will be given to the employee for his retention. If the Supervisor's Status Report has adverse comments and/or warning, it must be initialed by the next higher echelon supervisor; in other cases this initialing is optional.

(b) A copy of the Supervisor's Status Report countersigned by the employee will be forwarded by the supervisor to the Secretary of the CSB through the SA/CD.

(4) See Tab II for a sample of the Supervisor's Status Report.

c. Fitness Report (Time: Memorandum of Assignment+9 months for new EODs, 12 months for all others)

(1) The Fitness Report will continue to be prepared under procedures already established except that they will be forwarded to the Secretary of the CSB through the SA/CD. The Secretary CSB will have a copy filed in the employee's record and forward required copies to OCI Admin for transmittal to the Office of Personnel.

CONFIDENTIAL

d. Employees Biennial Assignment Review (Time: Memorandum of Assignment+18 months or last Employees Biennial Assignment Review+24 months)

(1) This document is the means by which each employee most directly participates in the planning for his own development and future assignments. The Employees Biennial Assignment Review enables the employee to state his interests in specific and immediate terms and, thereby, enables OCI management to review these interests against opportunities in OCI. While OCI cannot accommodate all the desires of every employee, the CSB will now be in a position to take the best actions possible on behalf of all employees.

(2) The Employees Biennial Assignment Review is prepared 18 months after the last Memorandum of Assignment or 24 months after the last Employees Biennial Assignment Review, whichever is appropriate. (The Secretary of the CSB will prepare a schedule for initial Employees Biennial Assignment Review for personnel who are now on duty. Biennial Assignment Review is addressed to the Secretary (for Chairman) CSB through the SA/CD; it is signed by the employee and has comments sections for each line supervisor. A statement of "no comment" by a supervisor will be considered by the CSB as a statement of general concurrence. (See Tab III for sample Employees Biennial Assignment Review)

e. CSB will study and take appropriate action on the Employees Biennial Assignment Review within six months after preparation. The employee will be informed of this action and notes of the CSB's deliberations will be entered into the record.

f. New Memoranda of Assignment will be prepared for employees who are reassigned and the cycle of reports and records will continue as described above.

Tab I: Sample Memorandum of Assignment

1 June 1969

MEMORANDUM FOR: Mr. John Doe

SUBJECT : Memorandum of Assignment


25X1A
25X1A
25X1A

1. On 19 May you were assigned to the Arab States Branch (██████████ Chief), Middle East Division (██████████ Chief), Middle East-Africa Area (██████████ Chief), Office of Current Intelligence (E. Drexel Godfrey, Jr., Chief), Directorate of Intelligence (R. Jack Smith, Deputy Director).

2. I have already explained to you in considerable detail the responsibilities of the Branch, the Division, the Area, and the Office and I think you have a clear understanding of how our Branch fits into the overall picture of intelligence analysis and reporting. If you have any questions in this respect, please do not hesitate to ask them.

3. Within the Branch, you have been assigned to the Syrian desk. I expect you to learn all you possibly can about Syria--its internal affairs and its relations with other countries. I expect you also to establish contact with your opposite number in the DDP, in the Department of State and in DIA. Your first production assignment is to prepare the Introduction, Sociological, and Political Sections (1, 4, 5) of the General Survey (NIS) on Syria, which will require you to engage in research, liaison, writing and revision. These sections are scheduled for completion on _____ and _____ respectively and you are expected to meet these schedules. You will be working under the guidance of Mr. _____ of the Arab States Branch, who has had considerable experience in preparing NIS sections.

4. Shortly before you finish this assignment
I shall discuss with you what your next specific
task is to be.

25X1A


Chief, Arab States Branch

Employee Signature - Date

Tab II: Sample Supervisor's Status Report

5 November 1969

MEMORANDUM FOR: Mr. John Doe

SUBJECT : Supervisor's Status Report

REFERENCE : Memorandum of Assignment; from me
to you, dated 1 June 1969

1. In general I am pleased with the way you have assumed the responsibilities you were given in the Memorandum of Assignment. In our frequent talks during the last six months, I have been impressed by the steady growth of your knowledge of Syrian affairs, a great deal of which, I am sure, has been achieved by reading and studying after regular business hours. I have also learned that you have earned the respect of your colleagues in other government intelligence agencies.

2. There is, however, a shortcoming in your NIS work that has come to my attention. You barely met the deadline for your first section and are behind schedule on the second. The reason, I believe, is that you have had difficulty in writing your thoughts clearly and succinctly and this has required considerable time for redrafting under the guidance of Mr. _____.

3. I urge you to bend every effort to overcome this problem. I shall review carefully your next NIS section to see what improvement you have managed. If the problem persists, I believe the best thing to do is to enroll you as soon as possible in the Office of Training writing workshop course. You understand, I am sure, that an ability to write well is very important for advancement in OCI.

25X1A

Chief, Arab States Branch

Tab III: Employee Biennial Assignment Review

Date

MEMORANDUM FOR: Secretary (For Chairman), OCI Career Service Board

THROUGH : Special Assistance for Career Development

SUBJECT : Employee Biennial Assignment Review

I. Background: (Enter any information on your current and previous assignments or on personal circumstances which you consider pertinent for career planning.)

II. Assessment: (Since assignment reviews are made every two years, your expressions of interests in assignments and training should be generally stated with a two-year period in mind.)

A. Options (circle numbers)

1. I wish to continue in my present assignment for another assignment period, with no change in duties.

2. I wish to continue in my present assignment for another period but believe that my duties would be more effective if they were amended as follows:

3. Although as indicated in ___ above, I do not wish reassignment at this time, I am interested in the following types of activities:

- | | |
|----|----|
| a. | c. |
| b. | d. |

I would like to be informed if any opportunities open in these fields between now and my next assignment review.

4. I wish a new assignment. Please note my preference in B. below.

B. Short-term Training--In addition to the assignment options noted above, I would like to receive one or more of the following specific training assignments during the next two years. (Include courses, rotation, familiarization tours, professional meetings, etc. List one or more).

1.

2.

3.

C. Reassignment Preferences--Following in order of priority, are my specific preferences and reasons, if not stated in paragraph I above, for a new assignment. (List one or more).

1.

2.

3.

D. Other

John Doe

Comment of Chief:

Comment of Chief:

Signature

Signature

Comment of Chief:

Signature